DALHOUSIE
Needs a Million
A Million Need
DALHOUSIE

Canvasser's Hand Book

Dalhousie "Million" Fund

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PREFACE

"When 'Omer smote 'is bloomin' lyre,
'Eed 'eard men sing by land and Sea,
And what 'e thought 'e might require,
'E went and took—the same as me."

Acknowledgement is gratefully made to the Compilers of a smiliar book in aid of the Harvard Endowment Fund, for much of the material used in this hand book.

Each canvasser is particularly requested to read this book carefully from cover to cover. He is also requested to secure copies of all other publications issued by the Campaign Committee and is asked to read them carefully—then he will find himself in a position to go forth and get "A Million for Dalhousie." She *needs the money* and will make the best possible use of every cent of it.

NOW! ALL TOGETHER—

"One-two-three
Up—i—dee
Dal-hou-sie'"

INTRODUCTION

BY

G. FRED PEARSON

General Manager of the Campaign.

IT HAS been thought proper that a word of introduction to this handbook should be written by me, and inasmuch as it is desirable that there should be the closest co-operation between all workers in the cause of Dalhousie, it may not be out of place.

When first asked to undertake some responsibility in connection with the campaign for a million dollars now underway, the idea made a strong appeal to me because herein lay an opportunity to serve in a modest way, the college which had served me far better than was deserved. Accordingly you find me in the position of seeking your help and enlisting you in a cause which I humbly conceive to be of the greatest importance to the people of the Maritime Provinces.

Of the needs of Dalhousie there is no occasion to speak. Dr. MacKenzie has presented a statement which no man who reads it may be so bold as to doubt.

As to the duty of our people in the circumstances, that should require no argument. Into our hands has been given the sacred duty of passing Dalhousie on to succeeding generations, strengthened to enable here to serve them as she so well served us and our forefathers. In this duty we must not fail—we shall not fail. It is the purpose of this campaign to raise funds to enable Dalhousie, with her proud record of devoted service, to be of even greater service to this and to succeeding generations. We cannot do less than this and escape deserved censure.

As to the ability of our people to respond to the call which Dalhousie makes, it is more than sufficient. The people of Nova Scotia hold $100,000,000 of Victory Bonds, they have nearly $100,000,000 deposited in the Banks, they own another $100,000,000 of bank, public utility and industrial stocks and securities. Each year they collect $15,000,000 of interest on these holdings. Last year they produced out of the sea, the mine, the forest, the farm and the factory, nearly $200,000,000. Surely then no one will say that they cannot spare fifty cents out of each one hundred dollars of their annual income for Dalhousie —for the college which educates their sons and their daughters at roughly one-third of cost—the college that maintains the important professional schools of Law, Medicine, Dentistry and Pharmacy in the service of the people of the Maritime Provinces—the college that for one hundred years has kept the torch of learning alight and has efficiently and well, ministered to the educational needs of five generations of Canadians.

As to the willingness of our people to respond, it may be pointed out that they have never failed to respond to any proper appeal which has been made to them. They were the first people in the world to spring to the aid of suffering Belgium. They have subscribed liberally to all funds, Patriotic, Red Cross, etc., and the sum total of their subscriptions during and since the war closely approximates $10,000,000.

Nova Scotians will respond when the Dalhousie appeal is made, as they always have done, but it is "up to us" to tell the story, to give everyone an opportunity to contribute, and thus do our share to make it possible for Dalhousie to do even better work in the future than in the past. To this duty then, let us solemnly dedicate our best efforts during the next four months. Confident in the belief that we serve a worthy purpose, let us rest not until that purpose is brought to a full fruition.

The Canvasser for the Dalhousie "Million" Fund His Book

DALHOUSIE UNIVERSITY has a long record of useful public service to commend it to the people of this Dominion. It was founded, among a people who realized the necessity and value of education, to fill a great need and satisfy a proper demand for higher education. It was modelled "on the same plan and principle as that in Edinburgh," **"open to all occupations and sects of religion, restricted to such branches only as are applicable to our present state and HAVING POWER TO EXPAND WITH THE GROWTH AND IMPROVEMENT OF OUR SOCIETY."** It has been maintained by a people who were sincerely appreciative of the service it rendered and the advantages it brought to them and their children. It has had a long list of distinguished graduates and teachers who have made material contributions to the upbuilding of the Dominion. It has abundantly justified the faith of its founders. After its foundation succeeding generations regarded Dalhousie as a heritage to be cared for, improved and passed along so that it might serve future generations as it served them. Due to the fostering care and financial sacrifices of our forefathers, Dalhousie expanded to keep pace with the needs and "with the growth and improvement of our society." Now it is a well rounded out University and it is the only University in the Maritime Provinces which gives complete courses of instruction not only in Arts and Science but as well in Law, Medicine, Dentistry and

Pharmacy. The **"power"** to **"expand with the growth of our society"** today means **MONEY.**

Today then, Dalhousie makes its appeal to the present generation as it made its appeal to past generations for the funds necessary to enable it to meet the demands made upon it. It needs dollars to translate into service for the present generation and to prepare against the needs of the future generations. Dalhousie is not asking dollars for herself. She is asking dollars **OF** the people of Canada **FOR** the use of the people of Canada. Every dollar given will be returned in service fourfold.

The person who asks for a contribution to Dalhousie is performing a service which is essentially a service to his country. It may be a service which has as its immediate motive his own friendship to Dalhousie, but ultimately it is a service to his country. It is as truly a service to his country as was work for the Victory Loan or for the Red Cross during the war. The canvasser is aiding, and asking others to aid, in training men. The canvasser should remember that the war was won by superior men and superior machinery, that the fighting men were officered and developed largely by men trained in the colleges and universities, and that the machinery of war was for the most part invented and developed by men who had been highly educated. But the war is over and with its cessation have come problems which can be solved only by the most intelligent thought of the educated and trained minds of the world. Dalhousie did her full share in the training for war. She must now be enabled to do **MORE** than her full share in the training for peace of the men who can successfully grapple with the present needs and future emergencies, not only of the Dominion, but, in no small degree, of the world.

The qualities requisite for this task of raising the money to endow Dalhousie are energy and enthusiasm born of the respect for Dalhousie and of a conviction

of the value of her service to the individual and to the community; a thorough knowledge of what Dalhousie has done in the past, of her traditions and her needs; a keen appreciation of possible objections that prospects may raise to the giving of money, and, finally, a determination to do everything possible to raise the money needed.

GENERAL INSTRUCTIONS

Don't make the fatal mistake of thinking that you can effectively present your case without thoroughly mastering all the facts supplied you concerning Dalhousie's present conditions and its present and future needs. Even those of you who may have spent some happy years of your life in the college cannot without preparation become efficient Dalhousie salesmen. You must know thoroughly the commodity you are selling, and from study, and not memory, must come your knowledge. Therefore, before you call on your first prospective giver, satisfy yourself that you have mastered all the information with which you have been supplied about Dalhousie.

THE FIRST STEP

Complete your preparations by filling out your own subscription for every cent you can give in the next fifteen months. Make out your check. Hand both to your Chairman and then go to work with a clear conscience.

SIZING UP A PROSPECT

Under the plan of campaign which has been mapped out, the person whom you will be asked to call upon will have been carefully selected by a committee because it is hoped that in practically every

case you will know the prospective donor. Before approaching him, it is necessary that you consider carefully from your experience and acquaintance with him what is the best line of appeal to make to him. In other words, you should map out your line of argument, or your plan of attack. Your job is much like that of a salesman. In this case, however, you are not endeavoring to sell him a security or goods, but you are trying to arouse in him the satisfaction and the exaltation that comes from having done a service in a self-sacrificing way. You are trying to sell him something that will give him more enjoyment in acquiring than a person obtains in making an ordinary purchase. In other words, instead of getting a man to give you money for a bond or for goods, your aim is to get him to give you money in return for the satisfaction and pleasure that he gets out of helping Dalhousie University, thus increasing its power to be of service to the people of Canada.

MANAGING THE INTERVIEW

You realize that in business when the mind of a customer is a jumble it is hard to accomplish a sale. The same principle applies here. But how much harder is the task when the mind of the salesman is also a jumble. So your first duty, before calling upon a prospective giver, is to get clearly into your mind the main points of your interview. We are often prone to rush into an interview unprepared and without the slightest idea as to what we are going to say. We have no well-defined plan thoroughly mapped out, and are likely to depend on getting inspiration on the spur of the moment. It is well to remember, therefore, that, no matter how clever we may be, proper preparation is bound to increase our efficiency.

The first thought to get thoroughly in mind is that our task is a matter of the highest importance

to us; first, because of our appreciation of the need of higher education and our respect for Dalhousie as an institution, second, because of what Dalhousie can do for our sons or our relatives; and third, of what Dalhousie can do for the Country. We must eliminate all doubts and **GO TO IT.**

REAL OBJECTIONS

vs.

SURFACE OBJECTIONS

You are sure to meet certain so-called objections. The great difficulty is to distinguish between real objections and surface objections. Many a person has lost the purpose of his interview simply because he allowed the prospects to draw his fire by means of surface objections. Be sure to distinguish between real objections and surface objections: be prepared for the real objections, but do not waste time with objections that are simply excuses. In every case note the real objections and forward them to us.

KEEP TO THE MAIN ISSUE

Be careful that you do not allow your interview to develop into a futile argument. To win the argument is often to lose the sale. Have your arguments well in hand, have your answers to possible objections well framed, and take them up one by one, but do not waste time on excuses. Remember that your purpose is to render a service, by clarifying the issues so that the confused mind will better be able to arrive at the right decision. Keep your prospects on the main track. Assume that every man wants to do the right thing and help others, and he will thank you if you can so clarify the situation that he is enabled to make a decision which will give him pleasure for the rest of his life. For that reason, it is well to

spend your energies on expounding the **main issue** —have your facts well in hand and hammer away at them. Don't always take "no" literally, but give your man time to think matters over, and keep going back to him several times, if necessary.

NO NEED FOR APOLOGIES

Don't approach your prospect in an apologetic manner. You are rendering a distinct service to your Country and you are giving him a chance to share in the benefit the Country will secure if Dalhousie is enabled to strengthen her service and widen her sphere of usefulness. You can have the most complete confidence that this is so and your aim should be to enthuse your prospect with your own confidence.

CASH AND PLEDGES

If your prospect is planning to pay cash down, see if you cannot get him to pledge a much larger sum on the instalment basis. The instalments have been arranged to cover fifteen months, to fall due on convenient dates and thus give the subscriber the benefit of extending his payments over almost two years. A thousand dollars cash and a thousand dollars on each instalment due date makes six thousand dollars and it will probably be easier to get this amount than three thousand cash. Try it. There are many methods by which you can get subscriptions. Many a man has saved in the purchase of a Victory Bond much more money than he would normally put by. This puts him in a position to give and give liberally towards a purpose which is of so much importance to the Maritime Provinces. Instalments can of course, be paid in Victory Bonds. The University will be glad to get and retain them.

Don't leave a prospective giver without getting the amount which you have set down in your own mind for him until you are thoroughly convinced that he is not able to give that much.

SUGGESTIONS FOR MEMORIAL GIFTS

The following are illustrative suggestions of special gifts which will meet urgent needs, and at the same time provide a **definite memorial of the giver,** or of a name designated by him:

1. A Professorship in any Faculty, $75,000.00.
2. To the Building Fund of the University for needed Academic and Residential Buildings, $100,000 to $250,000.
3. A Fund for the purchase of books, if unrestricted, $1,000 to $50,000; or it may be restricted to any one field or period. For instance, $50,000 would provide a substantial endowment fund for the Arts or Law Library.
4. A Fund for working equipment, apparatus or laboratory expenses in any department, $5,000 to $25,000.
5. To the endowment fund for the Department of Commerce, $25,000 to $75,000.
6. A fire proof "stack" for the Library for storing the books while not in use by readers, $30,000.
7. A Students Loan Fund, to help students secure an education, from $2,000 to $10,000.

THE NEEDS OF THE UNIVERSITY

In order that you may have an idea of the immediate needs of the university, a summary of the most outstanding is presented herewith, but no attempt is made to give every need in detail or in full. The original amount set as the objective of our campaign was $1,000,000, but investigation shows that

$3,500,000 could be most advantageously used. The needs of the University are so well and succinctly put in President MacKenzie's Annual Report, that it has been thought well to reproduce here that portion of the report in full.

EXTRACT FROM PRESIDENT MACKENZIE'S REPORT

Dalhousie does not exist for herself; nor does any absolutely free, untrammeled, democratic, non-sectarian University. She exists at the people's will, and if she did not perform that will, she would cease to exist. She can only exist, and can only have existed for these hundred years, because she serves the people. There is no such thing as giving to Dalhousie, as something apart from the country. Those who have given to Dalhousie gave only to themselves and the public generally; the University is only an organization for the spending of those gifts entrusted to her for the higher educational good of the part of the Dominion she serves. The University has no selfish purpose or aim of its own to accomplish; no cult or creed or propaganda to perpetuate or stimulate; no party or division or sect of the people to please or displease. Those who are associated in its management and direction give of their time and ability for no financial return, as in the case of the Board, or for an admittedly inadequate remuneration, as that of the teaching staff. Surely then, Dalhousie does not exist for herself. These statements are undoubtedly all trite and truisms; but they need to be said, especially when we appeal to the public for increase of endowments and increased facilities for teach-

ing. Dalhousie is in a special position to make an appeal of this kind to every person in the Province, for she has, to repeat it, no selfish end to serve. In asking for money she but says to the people: "You are needing and asking for more and better service; you must pay for it; our power to serve you is determined by what we get. It is the part of the University to tell you what is the cost of what you want; it is your part to give, to enable the University to serve you. Dalhousie is only a limited reservoir, and only as much can be taken out of it as has been put into it.

STUDENTS SECOND TO NONE

These Maritime Provinces have for generations proved that they produce a breed of students and scholars and statesmen and leaders of thought second to none. It has become almost a by-word. The youth of our provinces must then deserve the best facilities for every kind of education that can be offered, and it is the duty of their parents, that is, of the public, in a democracy such as ours to provide these. It ought to be galling to our proper pride, and a shame to ourselves, if our sons and daughters have to go from these Maritime Provinces for any part of their education, except for certain highly specialized advanced post-graduate courses. Dalhousie need therefore make no apology for appealing to the people for all the money needed to build up in Eastern Canada a University equipped to meet the needs of young men and women wishing to prepare themselves for any walk in life.

A UNIVERSITY'S GROWTH IS GRADUAL

So much is needed that an inventory of all our needs might appear somewhat extreme; but even if we could be given immediately all we need, we could not apply it judiciously. A University must grow by stages; and I propose to give a list of those things only which we need most and which we can provide immediately if we have the necessary funds. This is the first stage of needed growth, for the need is serious and absolute.

INCREASED SALARIES FOR PROFESSORS

In the forefront of these immediate needs I put the increase of endowment necessary to enable us to increase salaries by at least thirty per cent. Even this will not enable us to pay the same relative salaries we were paying before the war. As our salary list is now about $50,000, this means an added endowment of $300,000. It is a very obvious and very serious fact, that without this increase in salaries the quality of the professoriate will diminish, and the students and the people get a correspondingly diminished quality of instruction, a thing which cannot be considered for a moment. It is well to recall here that the cost of educating a student is two to four times what he pays in fees for that education.

ENDOWMENT FOR NEEDED NEW CHAIRS

To maintain the standard of education which Dalhousie has given in the past, re-

quires then, increased endowments. To broaden its curriculum and to provide instruction in new departments demanded by the public requires still further endowments.

This brings us to the second of our pressing needs, endowment for new chairs. The first new chair to be endowed should be one in Economics, not only because it is now much needed for the Arts course, but also because the University must meet the call for education for Business In order to make a start in the provision of courses especially intended for students looking forward to a business career, there must be founded in addition to a chair of Economics at least one of Commerce, and there should be also one of Spanish and Portugese. The methods of teaching Law have become radically changed, and Dalhousie must modernize its methods in this regard. We need at once, at least two more full-time professors of Law. This department would be called upon for important courses of lectures in connection with the proposed department of Commerce. As the foundation of a professorship should be at least $75,000, the new endowment needed for these chairs is about $375,000.

A MILLION NEEDED FOR MEDICINE

I have left out of this account endowment for the Faculty of Medicine because its needs are in a class by itself There is only one chair in this Faculty which is endowed—Anatomy and only about one-half of its endowment has yet been paid in. Five more chairs need founding immediately, those of Physiology, Pathology, Biology,

chemistry and Hygiene and there should also be one of Pharmacy and Pharm-acology and one of Medicine. Thus at least $500 000 is needed for endowing the teaching side of the medical department. As a Medical School without facilities for research by the staff cannot maintain its own today a further endowment for the library and laboratories of the School of at least $250 000 is needed. It would require $200,000 to build needed extensions to the present Forrest Building, to properly extend the laboratories or to house the Departments of Law and Pharmacy if these were moved to Studley and the space they occupy given up to Medicine. Thus the Medical School alone needs a million.

BUILDINGS NEEDED TO TEACH IN

So far, I have only spoken of the requirements to maintain and strengthen the teaching power, which is the most important need, as the purposes of a University is to teach. But buildings to teach in, and convenient and comforatble quarters for the students and staff to live in, and facilities for the activities of student life outside of the class-room, are essential elements of successful and sound education.

The University is without an Arts Building, and with the increase in the number of students consequent upon the ending of war it must have more class-rooms and offices for the Arts members of the staff. Moreover, the stack portion of the Library has not yet been built and is an immediate need. It would take about $125,000 to provide a small Arts Building, and build the

first unit of the library stack. This Arts Building might be the one on the plan opposite the Library. When the final Arts Building is erected, that opposite the Science Building, the former would become the Museum.

DORMITORIES NEEDED FOR STUDENTS TO LIVE IN

On account of the wretched housing conditions in Halifax, which probably will not change much for the better for some years to come, the University has been confronted with the difficult problem of itself erecting residences, if it is to continue to provide for the students desiring to avail themselves of its advantages. Already it has lost many actual and prospective students because they could find lodging and board only at a very high cost, and even then uncomfortable and unwholesome. The University can not hold its place in the educational world of the country and allow these conditions to continue. A residence and centre for the life of the women students should be the first building of this nature to be erected; one that will house 60 to 70 students and provide the needed public rooms for all the women students and allow expansion will cost about $200,000. A like sum will provide dormitory accomodation for about 100 men; and this first unit of a system of men's residences should also be erected at once.

PROVISION MUST BE MADE FOR PHYSICAL SIDE

Almost equally necessary is a gymnasium or central Athletic and social building for

the men students; there is at present absolutely no provision whatsoever of this nature. One of the lessons of the war has been the essential value of physical training, and practically all universities have made physical exercise of some form compulsory for every student. Dalhousie cannot do so, because it has no building for the purpose. A gymnasium is only one part of a building or group of buildings, such as Hart House at Toronto University, which should make provision for all the activities of students outside of the class room. A modest equipment today would cost $250,000; but for about one-third of this sum a useful beginning might be made. This would call for the immediate provision of $75,000 to $100,000.

COTTAGES NEEDED FOR THE "PROF'S"

A start should also be made in building at Studley houses for the members of the staff. The sum of $50,000 would be needed to build the first five or six cottages. The rental would pay interest on the capital outlay.

THE NEEDS IN TERMS OF DOLLARS

Recapitulating, the funds Dalhousie needs, not for any ambitious expansion, but just to do properly the work she has already undertaken, and is now doing, amount up as follows:—

	Minimum	What we should have
For endowment to increase salaries at present paid	$ 250,000	$ 500,000
For endowment for two to four new chairs in Arts	150,000	300,000
For endowment for two new chairs in Law	100,000	150,000
	$ 500,000	$ 950,000
For Arts Building	$ 100,000	$ 300,000
For Library Stack	25,000	25,000
For Gymnasium and Student Building	75,000	250,000
For Women's Building	175,000	250,000
For Men's Residences	200,000	400,000
	$1,075,000	$1,225,000
		$2,175,000
For endowment for new chairs in Medicine		$ 500,000
For endowment for Library and Laboratories in Medicine		250,000
For extension to building in Medicine		200,000
		$ 950,000
		$3,125,000
For improvement and upkeep of grounds		$ 75,000
For endowment in Faculty of Dentistry		200,000
		$3,400,000

The One Million which is to be collected in the coming campaign is shown as the minimum we should have, and it makes no provision whatsoever for Medicine. One-half of it is for endowment and one-half for buildings.

President MacKenzie has outlined above the pressing needs of today. You may rely upon it that there is urgent necessity that these needs should be met **NOW.** No extravagance is contemplated—Dr. MacKenzie has pared the programme to the bone. **DALHOUISE REALLY NEEDS THE MONEY.**

THE APPEALS

The basic appeals for subscriptions should be founded upon the following points:—

1. **GIVE to Dalhousie:**
   (*a*) **Because** of the stress which the people of the Maritime Provinces have always laid on higher education, and the sacrifices they have made to keep these Provinces in the van in that regard.
   (*b*) **Because** there is greater need today than ever before for good strong institutions, such as Dalhousie aims to be, to meet our higher educational needs.
   (*c*) **Because** it is the duty of the present generation to aid Dalhousie and make it possible for future generations to secure at least as good an education as was made available for us by our forefathers.
   (*d*) **Because** of our pride in the conception of education which has always animated the people of the Maritime Provinces, and our appreciation of the outstanding part which

Dalhousie, notwithstanding obvious drawbacks, has played in maintaining the highest ideals of learning and producing leaders in thought for the whole Dominion.

2. **GIVE, and keep faith with the builders of Dalhousie.**
   (*a*) **Its founders** and benefactors gave for you. Do you keep faith with them by giving for others. The torch is now in your hands.
   (*b*) **Honor the memory** of the great old teachers of Dalhousie by helping the College they served with such love and devotion.
   (*c*) **Help yourself** and those who come after you by enabling Dalhousie to minister to your and their needs.

3. **Give because of the needs of Dalhousie.**
   (*a*) **She needs** your gift to help get and keep the best teachers for the instruction and inspiration of the youth committed to her care. The Maritime mind is worthy of the best teachers.
   (*b*) **She needs** your gift to increase her material equipment.
   More class rooms are needed.
   Better Libraries are needed.
   Residences are needed for Boys and Girls.
   Gymnasium and Athletic facilities are needed.

4. **Give to Dalhousie for Greater Service.**
   (*a*) **New departments** call for creation. Existing departments need strengthening for greater and fuller service.
   (*b*) **A larger Staff** would enable Professors to devote time to research and study for the benefit of the community.
   (*c*) **With a larger Staff,** Dalhousie could release her Professors for many useful services outside the University.

(*d*) **With larger resources,** Dalhousie could maintain closer and more fruitful contact with its Alumni and its constituency generally.

5. **The enduring and far reaching character of a gift to Dalhousie.**
   (*a*) **A gift to Dalhousie** will go on doing its work for ages to come.
   (*b*) **Dalhousie will last.** No other University is so "broad based upon the people's will." No other has deservedly a more appreciative or enthusiastic constituency.

6. **The universality of the benefaction.**
   (*a*) **Dalhousie** opens its door to all.
   (*b*) **Dalhousie** renders the most varied service.
   (*c*) **Dalhousie** seeks to meet the needs of university education in all departments for the benefit of the youth of the Maritime Provinces.

WHY GIVE MONEY TO DALHOUSIE?

Some of the reasons for giving money to Dalhousie at the present time, are:—

1. **Because** the prosperity of endowed Universities, along with that of the State University, is indispensible to the best interests of education. Both types are essential, and the checking of the endowed Universities would react unfavorably on all.

2. **Because** a gift for the furtherance of learning or research may lead to inestimable benefit to humankind. Note that Huxley said of Pasteur's discoveries that they saved France in money value alone the entire amount of the indemnity of the Franco-Prussian war. The leaders in the Motherland today are asking Canada to send them trained young men.

3. **Because** this Dominion in the after-war period of reconstruction must face national and inter-

national problems of a complexity undreamed of before, and her Universities must function if she is to meet these problems with success.

4. **Because** the Universities of the country, Dalhousie among them, performed incalculable service for her during the war.

5. **Because** Dalhousie has raised herself to a pre-eminent position as an institution with a strong undergraduate body, or Arts college, surrounded and closely bound with a complete set of strong and thoroughly organized professional schools.

6. **Because** her plant, traditions and intellectual fame are established—she has, in other words, the assets of outlay and **"good will"**—which allow such money as comes to her to be spent in the long run with more return than in a University without such assets.

7. **Because** the cost of educating each student who has passed through the University has been three or four times the sum collected from him in class fees. In other words, Dalhousie spends from **$500** to **$1,000** more on each boy and girl who graduates from the University than is paid to her by the student. This is not a debt, but it imposes on the student an honourable obligation to enable the University so far as he is capable, to serve others as it has served him.

8. **Because** Dalhousie commands the loyalty and affection of every graduate; and her needs, vouched for by President MacKenzie, should be all that is required to secure whatever sum of money is asked for. Dalhousie's services to the alumni are not to be measured by money. They are among "the imponderables." They should be repaid in kind, which means that the spirit behind a gift of even ten dollars

may make it as complete an offering of loyal affection as a gift of a million.

9. **Because** professors and instructors of Dalhousie, who are her core and life, are working today on a salary scale which is entirely inadequate to supply their needs. This means not only that they are subjected to hardship and hampered in their work, but that the abler young men are deterred from going into the teaching profession and becoming the professors and instructors who will be her core and life. It will take $300,000 to provide $15,000 to $18,000 annually to increase the present professors' salaries even 30 per cent. above those paid in pre-war days.

10. **Because** money given to Dalhousie is administered as a trust by highly trained specialists in whatever department the money is allocated. A yearly budget is made up and goes through the President's office and the Board of Governors. The money is spent as allocated, by experts in the various departments.

11. **Because** additional class room accommodation is urgently needed to properly teach the students in attendance.

12. **Because** Dormitories for Boys and Girls are urgently needed to comfortably house the students who by reason of the lack of adequate houses in Halifax are in many instances, very badly accommodated.

13. **Because** the Maritime Provinces admittedly provide the best student material on the average and there is an added duty to give these students an opportunity to hold their own in competition with the students of other and larger provinces by the pro-

vision of adequate means of obtaining the value of Higher Education.

14. **Because** Dalhousie at present has only room and teaching accomodation for about 400 students and this term 620 are in attendance. Temporary provision has been made for them. This must be made permanent.

15. **Because** the country has great need of the service Dalhousie is fitted to render it. If Dalhousie is to continue to give Dalhousie Service for the benefit of the country, the country must put Dalhousie in funds to do it.

16. **Because** more students are clamoring for admission to Dalhousie and for Dalhousie service than Dalhousie can teach in the Dalhousie thorough manner. The country needs them trained in the Dalhousie way, tnerefore, the country must put Dalhousie in a position to teach them and teach them well.

OBJECTIONS AND ANSWERS

Among the objections that are likely to be raised, and for which answers should be prepared, are the following:—

1. Q. Can't the tuition fees be raised?
   A. No, except in the professional schools, where a moderate increase would be justified. To raise the fees much higher would bar many students of limited means but of great promise. Dalhousie has never merited the charge that it is a "rich man's college," and it never will. The fees must be kept as low as possible.
2. Q. Can't Dalhousie secure financial support from the Government of Nova Scotia?

A. No. Many years ago the Province withdrew support as the colleges began to multiply, on the ground that to make a grant to one would mean a similar grant to each of the others. Since that time, the colleges of Nova Scotia have been forced to rely upon private benefactors for the means to give the youth of this Province higher education.

3. Q. Isn't Dalhousie a rich University and already heavily endowed?
   A. No. Dalhousie invested capital is less than $800,000. The other representative Canadian Universities are much more heavily endowed. Dalhousie's endowment is insufficient. In the fiscal year 1918-19 income from investments met only 45 per cent. of the University's running expenses. Income from the students met 37 per cent. So, even if Dalhousie stands still, does not grow, its present sure income would pay less than 82 per cent. of its absolutely necessary running expenses.

4. Q. Isn't Dalhousie a rich man's college?
   A. Yes, and a poor man's, and a man's whose income is moderate. About half of the Dalhousie student body is in part, self-supporting. It can fairly be said that ability is the one test of a man's worth in Dalhousie. In any year, the most coveted collegiate prizes —the captaincies of teams, the editorships of college publications, the class offices—go to men who have proved their worth, irrespective of their financial status.

5. Q. Isn't the cost of a Dalhousie education much higher than at a smaller college?
   A. No. There are only a few endowed colleges where it is possible to complete a four years'

course at a lower cost than at Dalhousie. These institutions, however, it should be pointed out, have not the faculty, the equipment or the prestige of Dalhousie. Statistics show that a man's NECESSARY expenses for one year at Dalhousie need not exceed $450.00. At an urban university like Dalhousie, in the centre of a population of nearly 75,000 there are many more opportunities for self-help than at other institutions not so advantageously situated. Professional Schools of Law, Medicine and Dentistry can only be carried out in an urban centre supported by a strong Arts course.

6. Q. I am not a Dalhousie man and have my own College to support. Why should I contribute to a Dalhousie Fund?

   A. Dalhousie is recognized everywhere as one of the outstanding Canadian Universities. To be a graduate of Dalhousie is to have the entre to any university in the world. A contribution to Dalhousie is, therefore, a contribution to Canadian education. Dalhousie is leading the way for better remuneration for the educators of the Maritime Provinces. Of course a man may feel that his first duty is to his own college, but his second duty is to contribute to the growth of a University which is, by reason of its national and international position, considered to be representative of Canadian education. Dalhousie's professional schools—Law, Medicine, Dentistry and Pharmacy—are filled with students from many other colleges. Many colleges look to Dalhousie to train their graduates in the professions and in the graduate work; in this way, Dalhousie is every man's college

7. Q. I am not a college man. Why should I support Dalhousie, or any college?
   A. Becuase of Dalhousie's service to your country. As a good citizen, you must want to see the young minds of your country well trained. The war has driven home the value of the trained man. Statistics leave no room for argument about the value of a college education. An examination of the names of those included in "Who's Who" show that 72.88 per cent. attended college. That means that the colleges contribute 73 out of 100 distinguished men and women. Men with only secondary school education made up 11.42 per cent of the total. A college education very greatly increases a man's chances in making a distinguished record. Dalhousie has contributed a long list of distinguished men to Parliament, Public Life, the Judiciary, Business Life, and the various leanred professions

8. Q. I am a Westerner. Why should I contribute to an Eastern uninversity?
   A. Dalhousie is not an "Eastern University," except in a geographical sense. Its students come from every Province in the Dominion. Many distinguished Westerners have attended Dalhousie and many students from the West are now attending it. Dalhousie welcomes qualified students from every part of the world, and offers them the unusual opportunities of a university strong in all its departments

9. Q. Isn't Dalhousie a Nova Scotia institution and therefore provincial?
   A. Dalhousie is not a purely Nova Scotia institution any more than it is an Eastern insti-

tution. Naturally, its geographical location makes the enrollment of students from Nova Scotia larger than any other Province. Its situation in Halifax is an advantage to the student, who can avail himself of its Hospitals, Courts, concerts, libraries and other cultural opportunities, Dalhousie is in a position to take advantage of Halifax's opportunities; but it cannot be said that Dalhousie's outlook is in any way narrowed by this contact.

10. Q. If I give to the Dalhousie Fund, how can I refuse to give to other college funds?

A. There is no reason why you should refuse. It is to be noted, however, that Dalhousie is the only University in the Maritime Provinces with a strong Arts college surrounded by a complete group of strong professional schools. Furthermore, Dalhousie for years has been a leader in Canadian education. If, therefore, you can give to only one educational institution, it is submitted that Dalhousie by virtue of its leadership, its wide scope, its national service and its potentialities for further usefulness to the Dominion deserves your contribution.

11. Q. Why should Dalhousie's professors' salaries be raised?

A. Most college teachers are underpaid. This is just as true of Dalhousie as anywhere else, and although Dalhousie pays its staff considerably more than do neighbouring colleges, they are by no means adequately compensated. The highest any professor at Dalhousie receives, no matter what his scholarly attainments are and no matter how may years he has served is $3,000.00. The larger

Canadian Universities now pay much more than Dalhousie does.

12. Q. Are professors well paid, considering the amount of actual work they do?
    A. Professors at Dalhousie, in point of time, work more than ordinary business men. They are now so busy conducting their courses that they have little time for scholarly research, by which they could contribute greatly to the arts and sciences. So poorly are they paid that many have to do extra work to bring their incomes up somewhere near the cost of living. This undue amount of labor wears them out, prevents them from doing their best work, and in general lowers their efficiency. A profession so overworked cannot hope to attract the best men in these days.

13. Q. I have given to Patriotic Fund, Red Cross, Salvation Army, Knights of Columbus and other drives beeause they were public philanthropies, but why should I contribute to a private philanthropy like Dalhousie?
    A. Dalhousie is not a private philanthropy. It is an invested trust which pays perpetual dividends, in terms of education. Education is Canada's greatest need, and Dalhousie, a leader in Canadian education, deserves the support of every Canadian. Dalhousie is in no sense a "private institution." Its gates are open to all qualified students. Dalhousie is serving your country by training its young minds. This service is entitled to your support. Furthermore, the money given to the various drives was spent immediately. Your gift to Dalhousie is a permanent gift that will continue to do good as long as Dalhousie lives. There is no more lasting memorial

than a gift of money to a University, which can be used in your time to educate your children and which will benefit "the age that is waiting before."

14. Q. I live in ——————. The standards of Dalhousie are so high that none of my sons, nor any of the local boys who prepared at local schools, can reach them. If I give to Dalhousie, no one in my vicinity will benefit so why shouldn't I give to a college which my sons can attend?

A. The standard set at Dalhousie is only high enough to make sure that the entering students have a fair chance to keep up to the standard of work properly required in their college classes. A good student who has completed three years at a good high school should be able to pass the examinations without trouble. If he cannot, the school or the student is at fault. Dalhousie says frankly that it is not a place for a boy who is below the average. It can, however, offer to a promising boy more advantages than a smaller college or University. The remedy for the conditions suggested by this question is a movement to improve the secondary schools in the questioner's locality.

15. Q. What is the use of contributing the small sum I can afford to give?

A. Dalhousie will be grateful for even the smallest contribution because it is a sign of the donor's interest. One of the slogans of the Fund is "Something from Everyone." Dalhousie wants to feel that its alumni and friends are solidly behind it in this effort to meet the demands now being made upon it.

16. Q. Why can't I give my contribution as a special gift for a special purpose, so that my name will be perpetuated?

A. You can give a gift for a special purpose if you wish. It will be received with gratitude by the University, but the greatest need of the University now is a general fund for increasing salaries, providing additional teachers, class-rooms to teach in and dormitories for the students. One interested in Dalhousie should consider just how he may serve her best. It is much more important to have free money to raise teachers salaries, than to receive new memorial scholarships, etc. Meet Dalhousie's keenest needs first.

17. Q. Will all my money go to the Fund?

A. Every cent collected will go to the Fund. The cost of raising the Fund and all expenses of the Committee will be met from other sources.

18. Q. Why doesn't Dalhousie secure all its funds from its own wealthy alumni?

A. Dalhousie's alumni are not wealthy. Dalhousie does not believe that it is the institution of any class or group of men. Its services are Dominion wide. It does not wish to rely for support on a few rich men, but on men who have the interest of education at heart. A gift of money to Dalhousie is an endorsement of its work—and Dalhousie wants to feel that its efforts to train Canadian men have met with general approval.

19. Q. I am particularly interested in the Law School. Why can't I contribute directly to it?

A. You can do that of course, if you desire to. But a contribution to the fund will directly benefit the Law School. It will go towards

adding professorships and raising salaries there, as in all the schools. It will be used for the new Law Library and for meeting any deficits that arise in the Law School. A gift to the Fund will benefit all the Dalhousie schools equally.

A FEW FIGURES

The religious affiliations of the students at present attending Dalhousie College, are as follows:—

Presbyterian	301
Anglican	92
Roman Catholic	74
Methodist	62
Baptist	54
Scattering	34

A table showing the departments in which the students study follows:—

STUDENTS 1919-20

Arts and Science	*Men*	*Women*	*Total*
Regular	128	88	
Special	27	25	
Engineering	67	..	
Pharmacy	33	4	
Music	..	5	
Graduate (M.A.)	1	..	..
	—	—	378
Students from other faculties registered in Arts			19
			—
			397

STUDENTS 1919-20—*(Continued)*

LAW—			
Pure			52
(Aff. and special	50	2	
	18	3	21
MEDICINE—			73
Pure			138
(Aff. and Special	121	13	
	7	1	8
DENTISTRY—			142
Regular	52	1	53
	479	138	617

FINANCE

The present financial position of Dalhousie is as follows:

Invested Funds, Capitalized Grants, Monies, immediately to fall in (approx.)	$780,000.00
Revenues 1919-20, including fees (approx.)	100,000.00
Building, equipment and real estate, (approx.) at cost	337,000.00
Present value of last item (approx.)	700,000.00
Mortgage on Studley and accumulated deficit	75,000.00